



DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CESO-ZA (385-10)


6 Oct 97

MEMORANDUM FOR ALL USACE COMMANDERS AND DIRECTORS AND
CHIEFS OF SEPARATE OFFICES, HQUSACE

SUBJECT: U.S. Army Corps of Engineers Safety Policy and Accident Prevention Plan

1. The status of Corps safety performance as of this date is outstanding. We have broken through a threshold for the second consecutive year to an unprecedented best employee injury rate ever recorded. USACE was the only major command to earn the Chief of Staff of the Army's Safety Award this year. The Corps is widely regarded and emulated for its safety successes. However, we still have too many serious accidents.
2. As safety officer for the Army Corps of Engineers, I enthusiastically lead our safety efforts as an important component of the Strategic Vision. To be the world's premier engineering organization we must retain a strong safety ethic. We will continue to lead the way the same way we gained our current vitality -- through leaders' commitment to safety, integration of safety and health into processes, and effective safety and health professional support.
3. To enhance the accident prevention programs you have in place, concentrate on the following:
 - a. Intensify the effective use of Position and Activity Hazard Analyses. These key elements of risk management have proven very effective.
 - b. Implement Secretary of the Army Risk Management Integration direction at enclosure. Guidance appropriate to USACE will be issued in the future. Initially, ensure supervisors become familiar with Army risk management philosophy.
4. I am proud of our safety accomplishments, but we will not rest on our laurels. Our strong safety culture is a major factor in achieving our Corps goals of revolutionizing effectiveness, seeking growth opportunities, and investing in people. Essayons!

Encl


JOE N. BALLARD
Lieutenant General, USA
Commanding



DEPARTMENT OF THE ARMY

WASHINGTON, D.C. 20310

HQDA LTR 5-97-1

DACS-SF (1 April 1997)

1 May 1997

Expires 1 May 1999

SUBJECT: Risk Management Integration Responsibilities

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1. Purpose. This letter establishes Department of the Army intent and responsibilities for integrating risk management principles and practices into Army culture, organizations, systems, and individual behavior. Protecting the Total Force through risk management is a responsibility of leadership at all levels. Embedding risk management into Army systems and individual behavior involves unequivocal commitment to a cultural change that requires careful management in order to capture the full power of risk management and shape this process in support of Army XXI.

2. Proponent and exception authority. The proponent of this letter is the Director of the Army Staff (DAS). The Director of the Army Staff has the authority to approve exceptions to this letter that are consistent with controlling law and regulation. The Director of the Army Staff may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of brigadier general or the civilian equivalent.

3. References. None.

4. Explanation of abbreviations. None.

5. Responsibilities for Protecting the Force Through Risk Management.

a. Leaders.

(1) Every commander, leader, and manager is responsible for protecting the force through risk management. Leadership is key to protecting the force and enhancing readiness. Risk management is the principal risk-reduction process to assist leaders in identifying and controlling hazards and making informed decisions. Protecting the force includes operations security,



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fratricide avoidance, provision of health, morale, and welfare services, and prevention of injury before, during, and after deployment. Each of these is essential to preserving combat power and is necessary if Army XXI is to win decisively with minimum casualties.

(2) The standard for risk management is leadership at the appropriate level of authority making informed decisions to control hazards or accept risks. Commanders, leaders, and managers at all levels are responsible and accountable for ensuring that during planning and execution they proactively manage the risks to the level commensurate with their commanders intent. In those circumstances where local resources are not available to control residual risks, leaders will make conscious decisions to either accept the risk or elevate the risk decision to their next level of leadership. This process will continue, within the constraints of law, until the risk management standard is achieved. The risk management process enhances leaders ability to take calculated risks to preserve the force and defeat the enemy.

b. Integrating Agents.

(1) Since its introduction in the late 1980s, risk management has been a key factor in the reduction of ground and air accident rates. However, risk management is beyond safety and applies across the full dimensions of Army operations and activities. Risk management must become a routine part of planning and executing every task and mission. This will be accomplished by integrating risk management into the programs of managing, developing, projecting, and sustaining the force. To this end, HQDA Principal Officials and MACOM commanders are designated as integrating agents responsible for developing and implementing programs to integrate risk management into their functional areas.

(2) Commanders of the Training and Doctrine Command, Forces Command, and Army Materiel Command will, as appropriate, coordinate activities across the Army to integrate risk management into programs to develop, project, and sustain the force, respectively. Plans will include other MACOM and staff elements that share the integrating agents functional interest.

(3) Principal Officials of HQDA are designated as integrating agents within their areas of responsibility to direct, acquire, and resource the force.

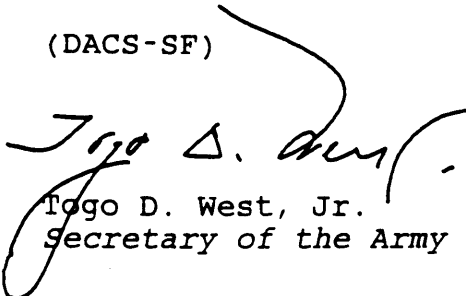
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c. The Director of Army Safety will synchronize these actions, serve as the risk management advocate on the ARSTAF, and provide periodic progress reports to the Secretary of the Army and the Chief of Staff, Army.

d. The Assistant Secretary of the Army (Installations, Logistics and Environment) will provide policy and oversight.

(DACS-SF)



Togo D. West, Jr.
Secretary of the Army

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